ROYAL
BOTANICAL
GARDENS
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ANNUAL REPORT 2003

105-04134

BOARD OF DIRECTORS 2003/2004

Appointed by Council, City of Hamilton
Councillor Marvin Caplan
Councillor Russ Powers
Mark Rizzo
Brian Henley
Warren Pitton
Kathy Renwald

Appointed by Council, Regional Municipality of Halton
Mayor Robert MacIsaac
Councillor Kevin Flynn
Ruth Lee

Appointed by the Lieutenant-Governor-in-Council, Province of Ontario
Alan Goddard
one vacancy

Additional Members in Place of Appointments by Governor-General-in-Council, Canada
Bill Bennett
Andrew Nizielski

Representing McMaster University
Dr. Peter George, President

Representing RBG Auxiliary
Duncan Ross, President

RBG Board Appointments
Ted Boswell
David Howell
Roger Couldrey
Rick Kington
Marnie Spears
Grant Walsh
Owen Shewfelt
Roger Wheelock
one vacancy

RBG Auxiliary Liaison
Patricia Arndt

CHAIR OF THE BOARD AND PRESIDENT AND CEO'S REPORT

Marnie Spears and Roger Wheelock

Royal Botanical Gardens' mix of natural lands, display gardens, interpreted collections, and rare and endangered plant and animal species spread over 1,100 hectares makes it a highly complex organization. We are classified as a botanical garden, a nature reserve, a farm, a cultural agency, a charity, a museum, an educational institution, and a scientific organization to name just a few of our labels.

Our mandate is legislated by the province of Ontario and is as broad as the diversity of our lands. It states that we are to be responsible stewards of our gardens, collections and natural lands, and to generate knowledge for the benefit of future generations. However, while adhering to our mandate, we must pay attention to cash flow, which, for us is as essential as breathing. Unanticipated challenges don't help the bottom line. In 2003 we felt the impact of SARS, West Nile virus, and difficult Canada/US border relations, creating a substantial negative impact on our revenues.

The Gardens depends on revenues from admissions, facility rental fees, retail, food and beverage, trail donations, program registrations and other services. With limited government funding, it is clear that increasing visitation is the key to increasing our sustainability. And it is for these reasons that in 2003 Royal Botanical Gardens created a team, made up of senior management and members of the board, to address our challenges and to develop a new, innovative Strategic Vision that presents a clear roadmap for a prosperous future for The Gardens.

Creating year-round programs, display gardens, and events is the foundation on which the Strategic Vision and our capital expansion plan (announced in late 2002) are based. The key components of phase one of this 25-year Vision include a conservatory and rental garden at Hendrie Park Gardens with new signature gardens and food services. Construction of a major conservatory at the Arboretum, which will house a new gift shop and book store, food services and rental facilities, and signature, demonstration and heritage gardens, and will enhance existing services like the nature centre, and provide a

foundation for an expanded special events program. And, RBG Centre will transform into the enterprises "hub" of The Gardens with a convention and conference centre, improved retail and food services, a science and education centre, and The Gardens' administration.

Over the next few years, visitors will begin to see a shift to a "best-in-class" experience, appealing to a broader audience throughout 12 months of the year, with a focus on showcasing a "collection of gardens" rather than a "garden of collections." The board of directors and staff are excited about the enhancements that the Strategic Vision and capital expansion will bring to Ontario's Royal Botanical Gardens, and look forward to implementing dynamic programming, services and events at our new world-class facility.

As much as these were exciting times, by the end of 2003, the financial picture for 2004 began to unfold. And, although not many details were known by year's end, it became clear that the proposed expansion plans and the general financial situation of The Gardens would be facing a whole new set of very serious challenges in 2004.

Marnie Spears Roger Wheelock

To the Members of
Royal Botanical Gardens

We have audited the statement of financial position of Royal Botanical Gardens as at December 31, 2003 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2003 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Ernst & Young LLP

Chartered Accountants
Toronto, Canada,
March 12, 2004.

STATEMENT OF FINANCIAL POSITION

As at December 31

	2003 ($)	2002 ($) [restated – note 2]
ASSETS		
Current		
Cash	163,390	751,591
Invested with the City of Hamilton, at cost	—	728,541
Investments, at cost [note 4]	2,826,758	3,271,471
Accounts receivable	385,478	484,611
Prepaid expenses	184,847	604,506
Other assets [note 15]	314,746	314,746
Total current assets	3,875,219	6,155,466
Investments, at cost [note 4]	10,332,356	9,208,165
Capital assets, net [note 5]	14,047,781	13,346,287
	28,255,356	28,709,918
LIABILITIES AND NET ASSETS		
Current		
Accounts payable	972,035	596,065
Deferred operating contributions [note 6]	3,131,618	2,924,827
Total current liabilities	4,103,653	3,520,892
Deferred capital contributions [note 7]	21,810,409	20,259,774
Total liabilities	25,914,062	23,780,666
Net assets		
Unrestricted	(423,956)	—
Investment in capital assets [note 9]	683,288	513,875
Endowments [note 10]	1,886,440	1,780,803
Board restricted funds [note 11]	195,522	2,634,574
Total net assets	2,341,294	4,929,252
	28,255,356	28,709,918

See accompanying notes

On behalf of the Board:

Marnie Spears
Director

Richard Kington
Director

STATEMENT OF OPERATIONS

Year ended December 31

	2003($)	2002($) [restated – note 2]
REVENUE		
Operating grants		
Province of Ontario - Ministry of Culture	1,593,384	1,601,616
City of Hamilton	575,610	749,172
Regional Municipality of Halton	544,460	370,900
	2,713,454	2,721,688
Amortization of deferred capital contributions [note 7]	621,166	775,061
Investment income [note 8]	205,899	19,556
Admissions	425,830	428,595
Donation from the Auxiliary of the Royal Botanical Gardens [note 12]	275,000	251,728
Membership fees and donations [note 8]	849,440	827,967
User fees and other income [note 8]	2,533,544	2,343,917
	7,624,333	7,368,512
EXPENSES		
Operations and maintenance		
Gardens, parklands and sanctuaries	2,220,403	2,053,557
Buildings and equipment	1,733,615	1,646,756
Amortization of capital assets [note 9]	669,752	877,482
	4,623,770	4,577,795
Scientific and research program	987,868	785,245
Educational program	609,848	489,766
Administration	1,138,797	739,031
Development and membership	319,341	288,088
Other programs and projects	27,796	63,176
Marketing, admissions and sales	1,159,282	1,075,059
Investment management fees	86,180	80,404
	8,952,882	8,098,564
Deficiency of revenue over expenses before the following	(1,328,549)	(730,052)
Strategic studies and reorganization costs [note 16]	(1,597,032)	(555,064)
Deficiency of revenue over expenses for the year	(2,925,581)	(1,285,116)

See accompanying notes

Year ended December 31

	2003					2002
	Unrestricted $	Investment in capital assets $ [note 9]	Endowments $ [note 10]	Board restricted funds $ [note 11]	Total $	Total $
Net assets, beginning of year [restated - note 2]	—	513,875	1,780,803	2,634,574	4,929,252	6,145,898
Deficiency of revenue over expenses for the year	(2,925,581)	—	—	—	(2,925,581)	(1,285,116)
Change in investment in capital assets [note 9]	(169,413)	169,413	—	—	—	—
Endowment contributions	—	—	242,283	—	242,283	50,079
Canadian Botanical Conservation Network contributions	—	—	—	—	—	18,391
Interfund transfer	2,671,038	—	(231,986)	(2,439,052)	—	—
Investment income allocations	—	—	95,340	—	95,340	—
Net assets, end of year	(423,956)	683,288	1,886,440	195,522	2,341,294	4,929,252

See accompanying notes

Year ended December 31

	2003 ($)	2002 ($) [restated – note 2]
OPERATING ACTIVITIES		
Deficiency of revenue over expenses for the year	(2,925,581)	(1,285,116)
Add (deduct) non-cash items		
Amortization of capital assets	669,752	877,482
Amortization of deferred capital contributions	(621,166)	(775,061)
Deferred capital contributions recognized as revenue	(321,450)	(355,000)
Deferred operating contributions recognized as revenue	(931,363)	(819,390)
	(4,129,808)	(2,357,085)
Net change in non-cash working capital balances related to operations	1,623,303	(625,513)
Cash used in operating activities	(2,506,505)	(2,982,598)
INVESTING AND FINANCING ACTIVITIES		
Purchase of capital assets	(1,371,246)	(1,040,601)
Contributions restricted for capital asset purchases and interest	2,493,251	3,749,717
Deferred operating contributions and interest	1,138,154	1,089,173
Purchase of investments	(679,478)	(747,092)
Canadian Botanical Conservation Network contributions	—	18,391
Endowment contributions and investment income	337,623	50,079
Cash provided by investing and financing activities	1,918,304	3,119,667
Net increase (decrease) in cash during the year	(588,201)	137,069
Cash, beginning of year	751,591	614,522
Cash, end of year	163,390	751,591

See accompanying notes

December 31, 2003

1. DESCRIPTION AND BASIS OF PRESENTATION

Description

Royal Botanical Gardens [The Gardens] is one of Canada's premier cultural, educational and scientific institutions, comprised of more than 1,100 hectares of horticultural display gardens, arboretum, woodlands, wetlands and 30 kilometers of trails. The Gardens is an agency of the Ontario Ministry of Culture and receives additional support from the City of Hamilton [the "City"], the Regional Municipality of Halton, The Gardens' members, the Auxiliary of the Royal Botanical Gardens [the "Auxiliary"], many corporations, foundations and individuals.

The Auxiliary is incorporated under the laws of Ontario as a separate corporation without share capital and was established to promote the objects and interests of the RBG through volunteer service. The activities of the Auxiliary are undertaken with the approval of the Board of Directors [the "Board"] of The Gardens and any profits are to be used by the RBG. The accounts of the Auxiliary are not consolidated in these financial statements.

The Gardens has an economic beneficial interest in a Crown-controlled foundation, the Royal Botanical Gardens Crown Foundation [the "Crown Foundation"], which is not consolidated in these financial statements. The principal objectives of the Crown Foundation are to solicit, receive and distribute money and other property to support the mission and activities of The Gardens.

The Gardens is a registered charity under the Income Tax Act (Canada) and, as such, is exempt from income taxes.

Basis of presentation

The Gardens's ability to carry on as a going concern is in doubt and is dependent on the continued support of major funders at an increased level and its ability to generate cash flow that is adequate to sustain the operations of the business and maintain its obligations with respect to unsecured creditors. These financial statements do not give effect to any adjustments which might be necessary should the RBG be unable to continue as a going concern and, therefore, be required to realize its assets and discharge its liabilities in other than the normal course of business and at amounts different from those reflected in the accompanying financial statements.

2. RESTATEMENT

During the year The Gardens completed an extensive historical analysis of endowment and donor restricted funds. The purpose of the analysis was to review all available documentation to ensure the appropriate classification in accordance with the external restrictions. As a result, endowment net assets on the statement of financial position as at December 31, 2002 decreased by $2,248,788 and deferred operating contributions increased by $2,248,788. Endowment contributions received for the year ended December 31, 2002 recorded on the statement of changes in net assets decreased by $579,956 with a corresponding increase in deferred operating contributions received related to subsequent years. In addition on the statement of operations user fees and other income increased by $280,000 and deficiency of revenue over expenses for the year decreased by the same amount.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles applied within the framework of the significant accounting policies summarized below:

Revenue recognition

[a] Grants are recorded as revenue when the related expenses have been incurred and the applications for the grants have been approved by the relevant government agencies. Grants, which have been received in advance of incurring the related expenses, are included in the statement of financial position as deferred contributions.

[b] Unrestricted donations are recognized as revenue in the year in which they are received. Restricted donations are deferred and recognized as revenue in the year in which the related expenses are incurred.

[c] Externally restricted contributions for depreciable capital assets are deferred and amortized over the life of the related assets. Externally restricted contributions for land are recorded as a direct increase in net assets invested in capital assets. Externally restricted capital asset contributions that have not been expended are recorded as part of deferred capital contributions in the statement of financial position.

[d] Endowment contributions are recognized as direct increases in endowment net assets in the year in which they are received.

Donations in kind

Donations in kind of $6,903 [2002 - $6,728] are recorded at their estimated fair market value at the date of donation and are included in "membership fees and donations" and "other income" in the statement of operations.

Investments

Investments are carried at cost, which includes reinvested interest, dividends and capital gains. Investments are written down in the year where there is deemed to be an impairment in value which is other than temporary.

Capital assets

Capital assets are recorded at cost, except for donated assets, which are recorded at fair market value at the date of contribution. The fair market value of donated land at the date of contribution could not be determined and therefore the total 1,100 hectares of land have been recorded at a nominal value of $1.

Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings	40 years
Mechanical equipment	20 years
Gardens and natural area infrastructures	20 years
Roadways and parking lots	20 years
Vehicles and equipment	5-10 years
Furniture and fixtures	10 years
Computer equipment	3 years

Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual amounts could differ from those recorded in the financial statements.

4. INVESTMENTS

The investments consist primarily of Pooled and Money Market Funds. The total market value at December 31, 2003 was $13,118,771 [2002 - $12,780,522]. The combined rate of return [realized and unrealized] on these investments for the year ended December 31, 2003 was 5.81% [2002 - (0.4)%].

5. CAPITAL ASSETS

Capital assets consist of the following:

		2003	
	Cost ($)	Accumulated amortization ($)	Net book value ($)
Land [note 3]	9,428	—	9,428
Buildings	13,639,741	5,772,943	7,866,798
Mechanical equipment	2,386,827	670,368	1,716,459
Gardens and natural area infrastructures	3,107,436	848,613	2,258,823
Roadways and parking lots	1,484,939	684,460	800,479
Vehicles and equipment	1,058,522	579,425	479,097
Furniture and fixtures	619,871	402,480	217,391
Computer equipment	1,093,884	1,032,584	61,300
Construction in progress	638,006	—	638,006
	24,038,654	9,990,873	14,047,781

	Cost ($)	2002 Accumulated amortization ($)	Net book value ($)
Land [note 3]	9,428	—	9,428
Buildings	13,639,741	5,467,593	8,172,148
Mechanical equipment	2,303,321	563,946	1,739,375
Gardens and natural area infrastructures	2,994,635	719,873	2,274,762
Roadways and parking lots	1,430,844	612,493	818,351
Vehicles and equipment	669,971	502,708	167,263
Furniture and fixtures	569,386	453,162	116,224
Computer equipment	1,050,081	1,001,345	48,736
	22,667,407	9,321,120	13,346,287

The change in net book value of capital assets was due to the following:

	2003 ($)	2002 ($)
Balance, beginning of year	13,346,287	13,183,168
Purchase of capital assets funded by deferred capital contributions	1,153,247	740,839
Purchase of capital assets internally funded	217,999	299,762
Amortization of capital assets	(669,752)	(877,482)
Balance, end of year	14,047,781	13,346,287

6. DEFERRED OPERATING CONTRIBUTIONS

The change in deferred operating contributions consist of the following:

	2003 ($)	2002 ($) [restated – note 2]
Balance, beginning of year	2,924,827	2,655,044
Amount recognized as revenue during the year	(931,363)	(819,390)
Amount received related to subsequent year	1,017,759	1,087,199
Investment income allocation	120,395	1,974
Balance, end of year	3,131,618	2,924,827

Deferred operating contributions consist of the following:

	2003 ($)	2002 ($) [restated – note 2]
Externally Restricted Funds		
Project Paradise [see page 11]	965,036	1,180,106
Dorothy Muriel Matson Fund	670,221	577,619
Dunington Grubb Fund	370,665	351,829
Barbara Laking Memorial	125,590	119,207
Stanley Smith Horticultural Fund	19,500	15,000
Anna Harvey Clematis Fund	10,000	10,000
Dr. Ronald Graham Fund	26,357	26,357
J. Douglas Watson Memorial	12,348	11,719
New World Species Fund	8,749	8,304
Dorothy Miller Fund	439,796	—
Biodiversity	50,000	—
Deferred operating grants	165,000 2	57,659
Other amounts related to operations	268,356	367,027
	3,131,618	2,924,827

Project Paradise

The restoration of Cootes Paradise as part of the Fish and Wildlife Habitat Restoration project in Cootes Paradise and Grindstone Creek and the Hamilton Remedial Action Plan is still in process. The Project Paradise fund has been established by various donors to support this process.

7. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions consist of the following:

	2003 ($)	2002 ($)
Balance, beginning of year	20,259,774	17,640,118
Amortization of deferred capital contributions	(621,166)	(775,061)
Previously deferred amounts recognized as revenue during the year	(321,450)	(355,000)
Contributions received for capital purposes	2,106,362	3,798,500
Investment income (loss) on deferred capital contributions	386,889	(48,783)
Balance, end of year	21,810,409	20,259,774
Represented by		
Deferred capital contributions	13,364,493	12,832,412
Unspent capital contributions	8,445,916	7,427,362
	21,810,409	20,259,774

Included in Unspent Capital Contributions is a grant in the amount of $820,000 received from Ontario Ministry of Culture for the remediation of the Turner Pavilion.

8. REVENUE

	2003 ($)	2002 ($)
Investment income		
Investment income (loss) earned during the year	713,183	(31,201)
Allocation to deferred capital contributions	(386,889)	48,783
Allocation to deferred operating contributions	(120,395)	1,974
	205,899	19,556
Membership fees and donations		
Membership fees	381,466	398,722
Donations	467,974	429,245
	849,440	827,967
User fees and other income		
Facility rentals and catering	423,251	435,827
Education	434,913	408,246
Other, including youth employment projects	817,431	792,159
Previously deferred amounts recognized as revenue during the year	857,949	707,685
	2,533,544	2,343,917

9. INVESTMENT IN CAPITAL ASSETS

The investment in capital assets consists of the following:

	2003 ($)	2002 ($)
Capital assets, net	14,047,781	13,346,287
Amounts financed by deferred capital contributions [note 7]	(13,364,493)	(12,832,412)
Balance, end of year	683,288	513,875

The change in investment in capital assets is calculated as follows:

	2003 ($)	2002 ($)
Excess of expenses over revenue		
Amortization of deferred capital contributions	621,166	775,061

Amortization of capital assets	(669,752)	(877,482)
	(48,586)	(102,421)
Net change in investment in capital assets		
Purchase of capital assets	1,371,246	1,040,601
Amounts funded by deferred capital contributions	(1,153,247)	(740,839)
	217,999	299,762
Increase in investment in capital assets	169,413	197,341

10. ENDOWMENTS

Contributions restricted for endowments consist of donations received by the RBG where the endowment principal is required to remain intact. Accordingly, these amounts are classified as long-term investments. The investment income generated from the endowments must be used in accordance with the purposes established by donors. A policy has been established by the Board whereby the endowment funds are preserved from inflation by allocation of investment income. The provision for the year 2003 was established at 2% [2002 - nil due to the fact that there was negative investment income].

	2003 ($)	2002 ($) [restated – note 2]
Woodland Garden Fund	585,541	577,093
Palmer Memorial Fund	175,672	313,044
Osborne Memorial Fund	65,225	103,711
Beth Parker Orchid Fund	28,614	30,966
Anne Elizabeth Powell Memorial	624,911	595,518
Albert Nind Scholarship Fund	25,810	24,498
A. Parker Orchid Lab	16,204	15,381
Dr. Robertson Medicinal Garden	51,000	50,000
Broman Land Trust	71,180	70,592
Elizabeth M. Lindley	242,283	—
	1,886,440	1,780,803

As a result of the analysis of the endowment funds performed during the year, it was determined that interest income in excess of the capital preservation amount of $231,986 had been retained in the funds in prior years. The statement of changes in net assets reflects a transfer of this excess interest from endowments to unrestricted to reflect the use of these funds in the current year in accordance with donor restrictions.

11. BOARD RESTRICTED FUNDS

Net assets subject to Board restrictions represent amounts received by the RBG that have been restricted for specific purposes by the Board. Generally, the Board will restrict bequests, donations and interest earned on these monies. These restricted amounts are not available for other purposes without approval of the Board. During the year, the Board approved the transfer of $2,439,052 to unrestricted net assets.

Board restricted funds at December 31 consist of the following:

	2003 ($)	2002 ($)
General	180,776	1,156,186
Capital	—	906,859
Organizational	14,746	534,812
Biodiversity	—	32,708
Cathie Korhonen	—	4,009
	195,522	2,634,574

12. AUXILIARY OF THE ROYAL BOTANICAL GARDENS

The accounts of the Auxiliary are presented separately and are not consolidated in these financial statements. Due to the nature of the operations, all of the net assets of the Auxiliary represent unrestricted funds. As at December 31, 2003, the balance of unrestricted funds of the Auxiliary was $321,108 [2002 - $386,093].

During the year, the Auxiliary contributed the following amounts to the RBG for the indicated purposes:

	2003 ($)	2002 ($)
Operations		
Received in the year	275,000	401,728
Amounts included in deferred capital contributions for future expenditures	—	(150,000)
	275,000	251,728

In addition, the RBG provides facilities to the Auxiliary at no cost.

13. THE ROYAL BOTANICAL GARDENS CROWN FOUNDATION

As at December 31, 2003, the Crown Foundation reported total assets of $26,901 [2002 - $1,874]. During the year, no funds were distributed from the Crown Foundation to the RBG [2002 - nil].

14. ACCUMULATED SICK LEAVE PLAN

Under a previous sick leave benefit plan, certain employees may become entitled to a cash payment in lieu of sick leave days when they leave the RBG's employment. This plan has been replaced by long-term disability plans for service commencing in 1978.

The liability for these accumulated days, to the extent that they have vested and could be taken in cash by an employee upon termination, has been provided for in the accounts. At December 31, 2003, the amount of the provision was $83,568 [2002 - $89,123]. Interest is accumulating on this balance as the vested cash payment is based on the individual's current rate of pay at the time of termination.

15. OTHER ASSETS

RBG is the owner and beneficiary of life insurance policies purchased by certain members. The total face value of these policies was $115,000 at December 31, 2003 [2002 - $115,000]. The cash surrender value of these policies of $14,746 [2002 - $14,746] is included in other assets in the statement of financial position.

In addition, other assets include $300,000, which is the value of a property that is being held for resale.

16. STRATEGIC STUDIES AND REORGANIZATION COSTS

Strategic studies and reorganization costs consist of the following:

	2003 ($)	2002 ($)
Reorganization costs	662,357	555,064
Write-off of prepaid capital campaign costs	600,864	—
Write-off of GST receivable	333,811	—
	1,597,032	555,064

Reorganization costs include amounts associated with the preparation of a new strategic plan and severance costs associated with the rationalization of certain services. Costs associated with a major capital campaign were written off during the year as a result of curtailment in campaign activity and capital projects.

A significant provision for GST amounts previously determined to be collectable was recorded as a result of uncertainty created by new information received during the year.

17. COMPARATIVE FINANCIAL STATEMENTS

The comparative financial statements have been reclassified from statements previously presented to conform to the presentation of the 2003 financial statements.

President and CEO
Roger Wheelock
Executive Assistant to the Office of the CEO
Mary Alice Peck(from February)

Director, Planning, Policy and Board Co-ordination
Carrie Brooks-Joiner (to October)
Head, Grants and Projects
Kate Oxley
Grants Co-ordinator
Tiffany Harvey

Director, Financial Services and Business Development
Tom Lewis, CA (to August)
Lou Mitton (from November)
Accounts Payable/General Ledger Assistant
Lynn Gallant
Accounts Receivable Assistant
Georgia Beck

Director, Human Resources
Susan Ingram
Payroll and Benefit Administrator
Nancy Wills
Grounds Maintenance/Health and Safety Manager
Sid Gratton
Human Resources Assistant (part-time)
Marisa Muraca

Director, Public Affairs
Frank Comella
Manager, Communications
David Butler
Manager, Group Tours/Visitor Services
Brenda Branch
Manager, Education
Barbara McKean
Manager, Environmental Education
Carrie Daniels
Communications Co-ordinator
Sarah Stewart
Graphic Designers
Irene Feddema
Sarah Whalen
Education Course Administrator
Debbie Langsford
Booking Agent
Cindy Bailey
Receptionist
Jacqueline McDermid
Horticultural Therapy/Children's Programs, Co-ordinator
Nancy Lee-Colibaba
Nature Centre Assistant
Carrie Pratt (to August)
Ian Hendry (from September)
Interpreter
Drew Wannamaker

Director, Physical Plant and Operations
Mark Runciman
Manager, Physical Plant and Operations
David Jackson (from February to October)
Lead Hand
Ken Fowler
Buildings Maintenance Technician
Brian Forester
Building Maintenance/Serviceman
Denis Pearson
Small Engines Mechanic
Michael Thomson
Custodians
Ken Laidman
Steve Spehar (to June)
Bob Grisdale
Lou Sabourin
Mathew Lachance (to June)
Olga Bilechuk (from September)

Director, Enterprise Initiatives
Mia Wilkinson (from November)
Special Events Co-ordinator
Jennifer Lyall

Director, Horticultural Services
Chris Graham (to July)
Peter Booker (from September)
Manager, Plant Propagation and Production
David Schmidt
Manager, Grounds Maintenance
Grant Mckeich
Landscape Architect
Ann Milovsoroff (to January)
Horticulturist
Dennis Eveleigh
Bruce Peart (to January)
Plant Documentation Co-ordinator
Rose Marie Schut
Plant Labeling Technician
Bill Webster
Gardeners:
Mediterranean Garden
Peter Schut
Barry MacDonald
Galina Tchouprikova
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John Holowaty
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Canada's Digital Collections,
Industry Canada
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Experience Program
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The Wood Den
Time and Again Children's Photography
Tucker's Marketplace
Urban Archeology
Victorian Inn on-the-Park
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Bruce Trail Association
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The Long Valley Brook project and the HNC.
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Is Rochester another one going down?
Lilacs 32: 7-9.

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The turtles of Royal Botanical Gardens.
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A correction: Tagetes minuta (Asteraceae) *should be deleted from the known spontaneous flora of Canada.*
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Significant 2002 Hamilton study area plant records from the Royal Botanical Gardens herbarium (HAM).
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Smith, T.
Worm invasion threatens goblins.
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